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Crummer Graduate School Exec MBA

Rollins College

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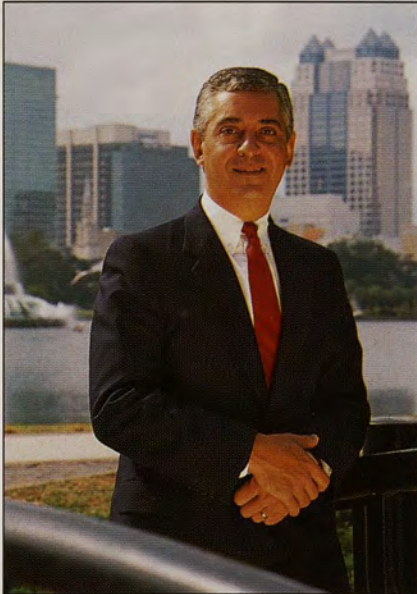
EXECUTIVE MBA PROGRAM



CRUMMER GRADUATE SCHOOL OF BUSINESS / ROLLINS COLLEGE

CRUMMER

DEAN'S MESSAGE



A

growing number of high level corporate executives and successful entrepreneurs hold MBA degrees. This strongly suggests that

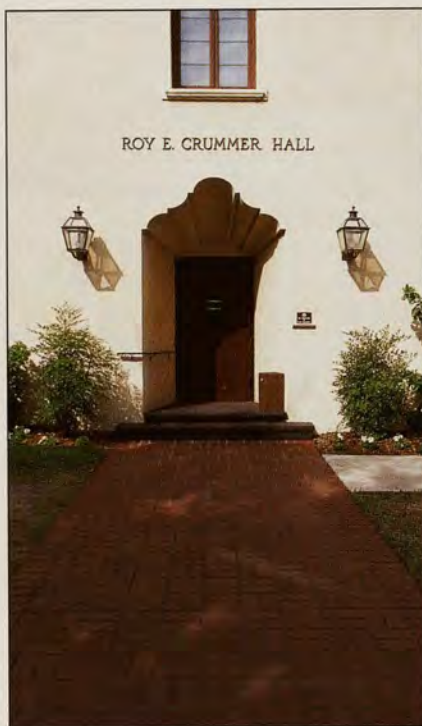
the MBA is not just a credential for gaining entry into a company, but that the content of the MBA program has provided the type of training that is an important contribution to the success of the company.

The Executive MBA Program at the Crummer School is for individuals who have been identified by their companies as having the potential to make a major impact on company performance. The Executive MBA Program will prepare these proven successful managers to accept even greater responsibilities within the organization. The program is structured so that busy managers can combine a demanding career with a comprehensive MBA program. Many students report that they are able to immediately apply material that is presented in the program to better meet their position responsibilities.

The Crummer Executive MBA Program provides an education, not just a degree. The concepts that are taught in the program provide immediate benefits to the company, as well as benefitting the individual throughout his or her entire career span.

Each Executive MBA class is composed of successful, motivated managers. Some are entrepreneurs, some represent major corporations, and some come from small businesses. Past participants reported that one of the main advantages of the Executive MBA Program was interaction with their peers. In addition, the faculty are highly qualified and are specially selected to facilitate a stimulating interchange between the Executive MBA students in class.

The students of the Crummer Executive MBA Program bring an intensity and excitement about MBA education to the Crummer School. We believe that, in turn, they receive an education of immeasurable value that will contribute in a major way to their continued success.



THE CRUMMER GRADUATE SCHOOL OF BUSINESS

The Crummer Graduate School of Business at Rollins College has the distinction of being included in a small and select group of schools that specialize in graduate business education. Approximately 1,200 colleges and universities in the United States offer business degrees, but only 263 have MBA programs accredited by the American Assembly of Collegiate Schools of Business (AACSB). Of the 263 accredited schools, only 18 direct their efforts solely to graduate business education. The other seventeen universities are Dartmouth, Chicago, Harvard, Columbia, Cornell, Duke, Rochester, Stanford, Atlanta University, UCLA, NYU, Virginia, Wake Forest, Northwestern, University of California at Irvine, Vanderbilt, and Yale. Similar to the Crummer School, these schools have faculties that are dedicated to instruction on the graduate level. They devote their efforts to integration of the MBA course work. This means that like these other prestigious schools, the Crummer School is able to offer an education specifically designed to give experienced managers the knowledge and skills that are required in today's corporate environment.

Because of its exclusive focus on graduate education, the Crummer School is relatively small, which provides for a personal approach to teaching and learning. We are interested in maintaining a high quality program with small classes, extensive faculty-student interaction, and a curriculum that prepares its executive students for the competitive challenges that they must meet.

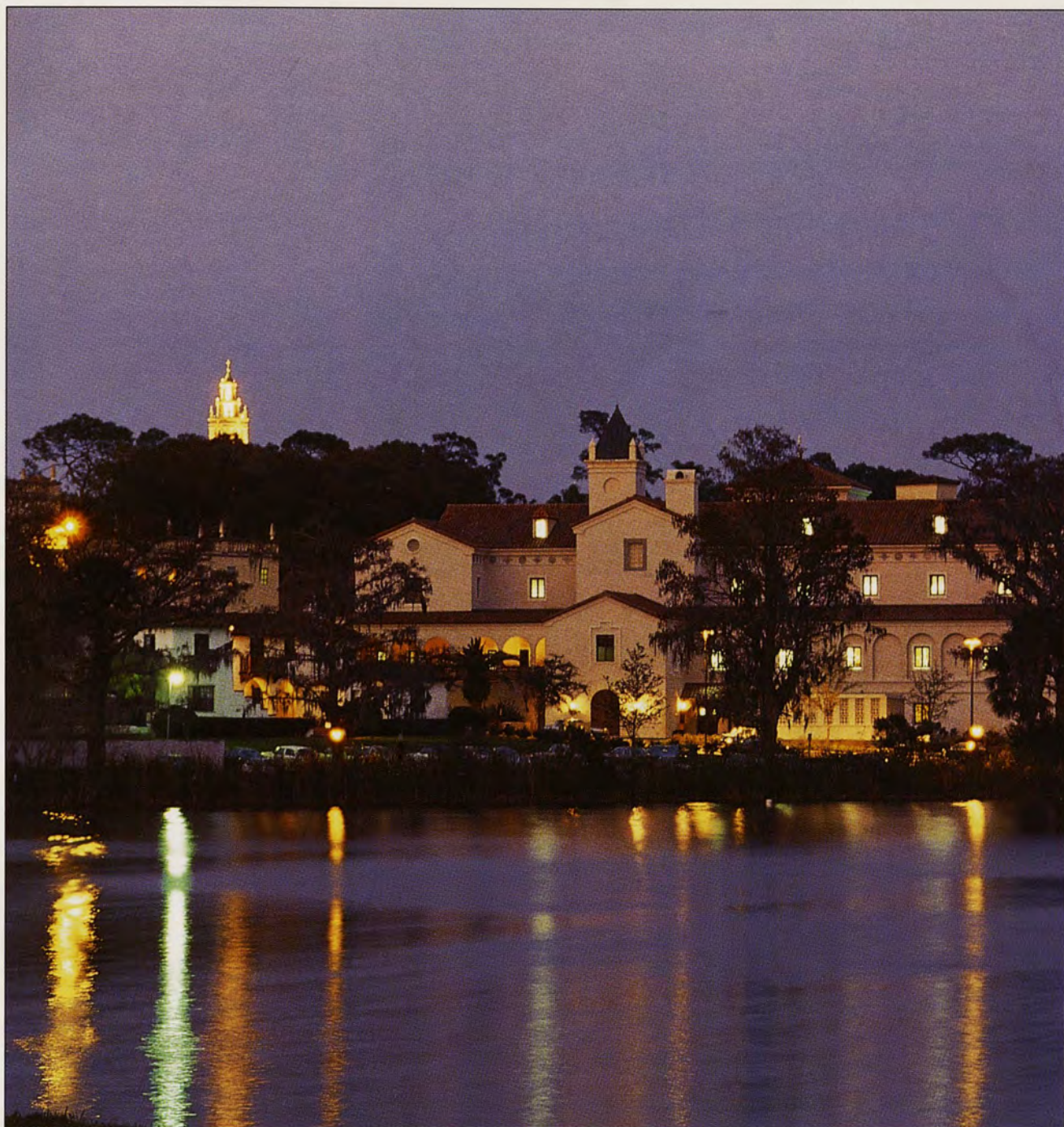
The Crummer School has a nationally recognized faculty with an outstanding publication record and

excellent teaching skills. In order to maintain this high level of excellence, the school hires only at the senior levels of Associate or Full Professors for its faculty. This also assures that the Crummer faculty who are chosen to teach in the Executive MBA Program have had past experience in teaching middle or senior level managers.

The teaching facilities of the Crummer School compare favorably with any business school in the nation. The Crummer Computer Center is equipped with personal computer docking stations that are networked together. Faculty can be reached easily through electronic student mail provided through the computer system.

Each of the school's executive classrooms is equipped with a ceiling-mounted color video projection system that is linked to the personal computer network. These projectors allow the faculty to make use of computers, computer software, and CD-ROM databases directly in the classroom. Classrooms are also equipped with video recorders and cameras for both playback and recording of group presentations. Presentation graphics software is available in each classroom, allowing both faculty and students to make professional presentations using computer generated slides. Additionally, each student receives a laptop computer upon enrollment.

The Crummer School is part of the Rollins College campus situated on the shores of Lake Virginia in Winter Park. Executive MBA students have full privileges at the Olin Library on the Rollins campus, which houses the Crummer Business Collection. Executives enrolled in the Crummer Executive MBA Program are considered full-time students and consequently are permitted full use of all facilities of the Rollins College campus.



ROLLINS COLLEGE

Rollins College is a small, coeducational, liberal arts college maintaining an undergraduate enrollment of approximately 1,400 students. In the fall of 1985, Rollins celebrated its 100th anniversary as the oldest college in Florida. Originally designed to bring the educational standards of New England to the Florida frontier,

Rollins today is committed to providing an exciting educational experience for those students who will contribute to and benefit from an intimate community of teachers and learners.

The Rollins College campus offers many fine opportunities to the Executive MBA student. These include the fine arts programs that are conducted

through the Cornell Fine Arts Center, Annie Russell Theatre, and the Knowles Memorial Chapel. Rollins also has a fine athletic facility that includes the Enyart-Alumni Field House, Tiedtke Tennis Complex, Alford pool, and the Wells Fargo Fitness Course.

INTERVIEW WITH EDWARD A. MOSES

Director, Executive MBA Program

What are the features of the Executive MBA program that distinguish it from the regular MBA program?

The eighteen month Executive MBA Program is specifically designed for experienced executives and managers. It is applications oriented and fashioned to immediately benefit the executive in his or her current position. The program is taught through the case method of instruction, which encourages interaction among experienced executives and creates a dynamic learning environment.

By scheduling classes on alternate Fridays and Saturdays—all day Friday one week and all day Saturday the next—it is tailored to the busy schedule of today's executives and managers. The program gives executives an opportunity to pursue an MBA with their peers at a level and pace appropriate to their business experience.

Beginning in January of the first year, the executive students begin a study of the International Issues of Business. The course culminates with a summer study project. Executive MBA students travel as a group to one or more major foreign locations where they have the opportunity to observe management practices and interact with executives in an international atmosphere.

The Executive MBA Program is structured so that one course builds upon the mastery of other courses. Integration of course material is one of the most important features of the Crummer Executive MBA Program. The Crummer School's educational philosophy includes a strong belief that the Master of Business Administration Degree should provide a comprehensive understanding of business decision making. In order to achieve this goal, the Crummer School prioritizes integration of course material. Rather than having a collection of courses comprise an



MBA, the Crummer School offers a well-developed and coordinated program so that the overall impact of the educational process will equip executives to excel in their careers.

What is the typical profile of a Crummer Executive MBA student?

The students who enroll in the Executive MBA Program are achievement-oriented. Students who initiate their enrollment or who are identified by their organizations as future leaders have the potential to achieve top management positions. Most executive students have at least five years of middle or senior level management experience. They have definite career objectives and use the training that is provided in the program to enhance their careers. In addition, some are entrepreneurs and use the skills to accelerate the growth of their own businesses.

In the last few years, a growing number of professionals, including attorneys and physicians, have enrolled. Management of professional associations continues to become more challenging, and these professionals find that the knowledge they gain in the program is invaluable.

The mix of corporate executives, entrepreneurs, and professionals creates a rich interchange in the classroom. In addition, students have a variety of previous academic training, which facilitates helpful interaction in study groups. Also, Executive MBA students work in a wide variety of industries and share the challenges of their situations with each other. The value of this sharing for educational purposes cannot be emphasized enough. The class is varied, there are many different skills represented by the class, and the group dynamics are always exciting.

What credentials are necessary for admission?

The Admissions Committee reviews undergraduate or other graduate grade point averages and the Graduate Management Admissions Test (GMAT) score. The committee also considers the type of management experience that the individual has had throughout his/her career, and the candidate's purpose for seeking an MBA degree.

The committee admits individuals who have the potential to accept significant responsibilities in corporations or their own organizations. The Admissions Committee evaluates each candidate carefully to determine whether the individual has the ability to complete the program and accept greater career challenges. Therefore, GPA, GMAT, previous work experience and accomplishments, professional objectives, and reasons for pursuing a graduate management degree are all important components in the admissions process. We require each prospective executive student to schedule a personal interview with the Director of the Executive MBA Program to discuss specific details of the applicant's admission package before it goes to the admissions committee.

Each participant invests significant time and money to complete the program. What are the advantages of earning an MBA degree in the executive format?

Each student that graduates from the Crummer School receives an MBA degree. Students in the Executive MBA Program earn the same degree, but their focus is much different than that of students in the full-time program. Executive Students are less concerned about adding a credential to their resumes, and are more concerned with improving their managerial abilities through application of concepts they learn. Additionally, faculty encourage executives to conduct analyses of aspects of their corporations in class, which is also helpful to executives.

The faculty invite chairmen or presidents from other organizations to participate in class case discussions. The perspective of top management is important to executives who are preparing to one day be in these positions. Exposure to the concepts and persons who are in these roles is a valuable part of the Executive MBA learning experience.

The program not only facilitates professional development, but it also contributes greatly to personal growth. This intensive experience enables participants to compare their skills with others; it builds self-confidence, and gives them a broader perspective on both the managerial responsibility and the human element in management.

Leadership is addressed both formally and informally in the program. The technical skills that students acquire, plus the skills they learn through group interaction, significantly improve the leadership abilities of each student. We are proud of the growth that our students experience and feel that the program gives them a solid foundation upon which they can build their careers.

How can busy executives manage the added responsibility of class assignments and class attendance?

The program is designed by experienced faculty who are aware of the many demands executive students juggle. Course work is coordinated and organized so the students can continue to perform their professional responsibilities. The study group concept is also very helpful. Through study groups, students are able to share responsibilities. We recommend that executive students plan to spend about 25 hours per week outside of class in study groups or in individual studies.

We have found through the past ten years of offering this program that students quickly learn to manage their time more effectively. In fact, many students claim that a valuable tool they acquire in the program is time management. Once the initial adjustment is made by the student (and his/her family), the workload becomes more routine.

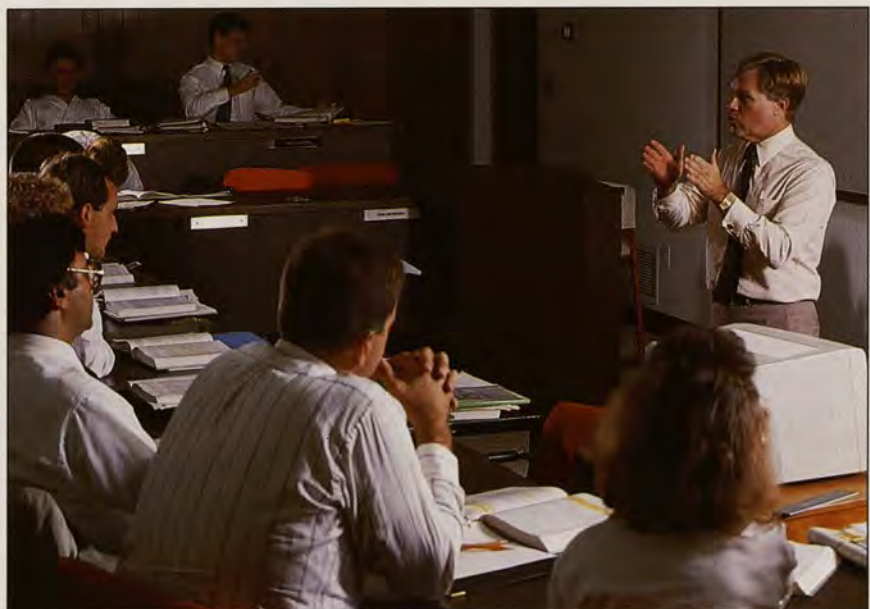
While the time commitment is not to be treated lightly, because it is indeed a commitment, it is workable. We encourage families to attend introductory sessions to the program and social events so that they are aware of the time involved. While the time commitment involves sacrifice for both students and their families, all those

who walk across the stage at graduation declare that the investment of time and effort is immeasurable in terms of their future success.

What benefit does the employer obtain from sponsoring an employee?

Employers enroll students in our Executive MBA program to train top management for the future. As companies strategically plan for the future, employee resources and skills are important considerations. The Crummer School provides superior management training to employees in the Central Florida area, and employers save on expenses and time missed from work by educating their employees locally.

Employers are able to reap immediate benefits from the education of the executive student. We encourage company sponsors to attend class sessions and participate in appropriate case discussions. We realize that companies make a significant investment in our program, and we are committed to ensuring that they are pleased with the skills that their employees obtain. We are confident that employers quickly see the results in increased abilities of their employees who participate in the Executive MBA Program.



PROGRAM OVERVIEW

Students who enroll in the Executive MBA Program at the Crummer School further their education in one of the nation's fastest growing business areas - Central Florida. The Crummer School at Rollins College is located minutes from the interstate highway and is easily accessible from any part of Central Florida.

The Executive MBA Program at the Crummer School is structured to provide present and future executives with state of the art business skills. To minimize time away from the job, the program meets one day each week on alternating Fridays and Saturdays and spans eighteen months. There is an orientation that covers introductory information in an intensive format. There is also a one week trip to a foreign country in order to expose students to the international aspects of business. Classes begin in August and all classes are held in the Crummer Building.

Students are served a continental breakfast and a luncheon on each class day. This schedule helps facilitate informal discussion between students and faculty and is an integral part of the learning process. Spouses are invited to join the participants in celebration banquets at the end of the orientation program and at commence-

ment. The curriculum of the Executive MBA Program at the Crummer School focuses on national, international, and local business issues, and is specially tailored for the needs of fast-paced executives.

PROGRAM OF STUDY YEAR ONE

Year one of the program presents a blend of courses intended to develop an understanding of selected analytical methods and to introduce participants to the basic areas of decision making. It commences with an orientation program, followed by four nine-week terms. Two courses are taken each term. The first year finishes with a summer abroad study program.

August Orientation Session

The first year of the EMBA Program commences in August with an intensive, three-day orientation program. Through the study of integrated management cases, participants are introduced to tools and concepts that they will use in subsequent courses. Students learn how to use the Crummer School's computer facilities, how to run a number of computer programs on their own lap-top computers, and learn how to prepare and discuss management case studies.

ORGANIZATIONS SPONSORING EXECUTIVE MBA PARTICIPANTS

The ACACIA Group
Air Canada Touram
Aircro Distributor Gases
Alamo Rent-A-Car
American Red Cross
Applications Software Consulting Services
Ardaman & Associates, Inc.
AT&T
Banyan Construction & Development Corporation
Barnett Bank of Central Florida
Beince Corporation
Bernie Little Distributors, Inc.
The Breneman Company
Ronald D. Brown, M.D.
Business Development & Services
Joseph Calderone, D.D.S.
The Calibre Company of Florida, Inc.
Camp, Dresser & McKee, Inc.
Children's Home Society of Florida
Church Street Station
CIGNA
Citizen's Fidelity Leasing Corporation

Citrus Council of Girl Scouts
Classic Kitchens & Baths, Inc.
Clermont Builders Supply, Inc.
Commonwealth Engineering Associates
Community Communications, Inc.
Consolidated-Tomoka Land Co.
Continental Testing Laboratories, Inc.
Copytronics, Inc.
Currie, Peak & Frazier
Curtin Matheson Scientific, Inc.
Dawson Research Corporation
T.L. Day Properties
Department of Defense
DuBois Chemicals
Earl G. Ward Auto Parts, Inc.
ECC International Corp.
Florida National Bank
Florida Power Corporation
Florida Software Services, Inc.
Foster Medical Corporation
General Electric Co.
General Mills Restaurant Group, Inc.
George Stuart

Great Age Construction Co., Inc.
Grumman Technical Services
Gulf Oil Company - U.S.
Hewlett-Packard Company
Hughes Supply, Inc.
Humana Hospital
Hurt & Parrish, P.A.
IBM
Jim Blake's Office Supply
JMC Janitorial Services, Inc.
Jammal & Associates, Inc.
R.D. Keene Group
Kendall Healthcare Products
Lake/Sumter County
Mental Health Center
Litton Laser Systems
Maguire, Voorhis & Wells, P.A.
Malcolm Duncan & Associates
Marketing Solutions, Inc.
Marriott Corporation
Martin Marietta Aerospace
Martin Marietta Data Systems
McDonnell Douglas
Medical Eye Bank, Inc.

Medical Services of America
Mid State Property Management, Inc.
Moddata, Inc.
M/W Recreation
NCR Corporation
Navy Orlando Federal Credit Union
Nelson & Company, Inc.
New Tech Solutions, Inc.
Nikon, Inc.
Orlando Regional Medical Center
Orlando Utilities Commission
Oscar Mayer Foods Corporation
Philip Crosby Associates, Inc.
Plymouth Citrus Products Cooperative
Post, Buckley, Schuh & Jernigan, Inc.
Prudential Real Estate Affiliates, Inc.
The Real Estate Consortium
Royal Aluminum, Inc.
Sewell Plastics
Siemens Stromberg-Carlson Corp.
Southeastern Container, Inc.
Southern Fruit Distributors
Spouse Abuse, Inc.
Stern & Lewis, M.D.'s, P.A.

Stouffer Foods Corporation
SunBanks of Florida, Inc.
Sunniland Corporation
Syncor International Corp.
Thermocarbon, Inc.
Thru-Put Systems, Inc.
Tip Top Roofing, Inc.
Transgulf Pipeline
Trolox Electronic Laboratories, Inc.
Tupperware International
USA Scientific Plastics
Unifood Inc.
United Data Services
United Telephone Company
Victoreen, Inc.
Walt Disney World
Wendy's
West Orange Hospital
Westinghouse Electric Corporation
Wharton-Smith, Inc.
Williams Management Enterprises
Witt Construction Company
W.R. Grace & Company
Xerox

Analytic Tool Courses

Financial Accounting

Corporate financial reporting to external users of financial statements is introduced. The course examines the accounting information system, the form and content of financial statements, and the theory behind accounting for assets, liabilities, capital, cash flows, and other information reported in the statements, in conformity with accounting principles.

Managerial Accounting

Internal reporting for managerial decision making is the focus of this course. Management planning and control techniques, basic cost analysis, capital budgeting, and quantitative applications are covered.

Quantitative Methods

Statistical and quantitative methods relating to management, marketing, economics, and finance are the focus of this course. Topics include spreadsheet modeling, use of spreadsheet solvers, statistical description, statistical inference, regression analysis, and time series.

Economics for Managers

This course covers the application of economic reasoning and analysis to issues faced by the practicing manager. Macroeconomics, which deals with the environment of the firm, and microeconomics, which focuses on the decisions made within an individual firm, are both covered.

Management courses

Marketing Management

This course is designed to develop the student's skill in analyzing and resolving marketing problems from the manager's perspective. The case discussion method, case reports, and presentations are used. The course covers the factors affecting consumer and industrial demand, the role of advertising, channels of distribution, market research, pricing, product policy, and other elements determining the character and structure of marketing programs.

Organizational Behavior

This course provides the foundations for understanding individual and group behavior and its application to problems faced by managers. Extensive use is made of experiential learning and cases in addressing the topics of leadership, motivation, communication, performance, stress, group dynamics, organizational structure, and organizational change.

Competition & Strategy

This course focuses on the critical issues of the nature of competition, specific competitive situations, the nature of the industry within which one operates, and the development and assessment of strategies by which to meet both the threats of competitors and the opportunities offered within the industry. A special effort is made to orient course materials, discussion, and presentations to the types of companies and industries in which class members have career interests.

Financial Management

This course provides opportunities to learn financial principles through application to managerial situations. Various aspects of risk versus expected return are used in consideration of financial decisions. Topics include working capital management, capital budgeting, capital structure, and management of funds flow. The approach emphasizes cash flows.

International Issues of Business

The program of study for the first year culminates with the completion of the International Issues of Business course. After analyzing international business issues through readings, case studies and formal research projects, the executive students travel as a group to one or more major foreign locations to observe management practices in an international atmosphere.

PROGRAM OF STUDY YEAR TWO

Year two of the Executive MBA Program is designed to utilize the analytic techniques and management precepts from the first year courses in executive decision making. In the second year, there are three nine week terms with two courses each, and a five week term with two courses.

Management Courses

Law for Managers

This course provides a comprehensive background of the economic and legal environment, from both a national and international perspective, as it pertains to profit and non-profit organizations along with ethical considerations and social and political influences as they affect such organizations. The course uses cases for the study of the legal, ethical and social responsibilities of modern management.

Management Policy

This course integrates the disciplines of the various areas covered by the other courses in the program by requiring the student to deal with complex cases as seen through the eyes of the top executive.

Operations Management

This course discusses planning and control for manufacturing and service operations. Topics include operations analysis, forecasting, work measurement simulation, quality management, inventory, waiting lines, linear programming, simulation and project planning. Case studies and decision support software are used for applications.

Current Issues in Business

Courses selected by the faculty form a set of options that reflects important contemporary developments in management. The special interests of the executive students are considered in selecting the particular courses to be offered. The five courses reflecting current issues in business will be chosen from the following:

Information Systems

This course provides an overview of computer information systems and management of these functions. The course introduces computer hardware, software, procedures, systems, and human resources, and explores their integration and application in private and public sectors. Computer exercises, cases, and readings are a major part of the course.

Advanced Financial Management

This case-oriented course examines special advanced topics in financial theory and analysis. Topics may be selected to reflect current issues in financial practice. Advanced analytical techniques are utilized in the course.

Investments

This course provides the student with a method of analyzing the broad spectrum of investments. Portfolio theory is used to examine risk/return relationship of various investment alternatives and their interaction in portfolio construction. Attention also is directed to formulation of investment strategies, tax effects, and estate planning.

Mergers and Acquisitions

This course gives each participant a detailed understanding of mergers and acquisitions and related issues including leveraged buyouts (LBOs), management buyouts (MBOs), and investment banking. The emphasis is highly applied in nature. Participants will study the workings of the market for corporate control and apply the tools, principles, and procedures associated with corporate finance.

Management Control Systems

Management control is the process by which management assures that the organization carries out its strategies effectively and efficiently. This course

examines management control from an integrative perspective and draws heavily from managerial accounting, organizational theory and behavior, and financial management. Emphasis is on class discussion of readings and analysis of cases.

Tax Concepts for Managers

This course is a study of the tax consequences of business transactions. Topics include dealing with the IRS, business property acquisition and sale, types of compensation, corporate activity and reorganization, executive tax planning, and tax shelters.

Financial Statement Analysis

This course enables advanced students to acquire a theoretical/empirical foundation linking market reaction to the disclosure of accounting information. The properties of accounting figures, investor's decision models, and the environment in which these decisions are made will be examined.

Venture Management

Problems and techniques in managing a small business enterprise are discussed. Emphasis is placed on the entrepreneur and decisions under conditions of uncertainty.

Management of Innovation

The purpose of this course is to increase an individual's creativity to improve creative skills for application in individual and organizational problem solving situations. The course is also designed to increase self-actualization levels for the purposes of strengthening individual contributions to the organization and for effectively coping with organizational complexities.

Human Resources Management

This course covers functions and procedures of personnel management including recruitment, selection, hiring procedures, job analysis, supervisory and employee training, work standards performance ratings, wage and salary administration, discipline, career development, and promotion transfers.

Labor Relations

Contemporary problems in collective bargaining, including federal and state laws governing the bargaining process are discussed. Recent court decisions covering labor negotiations, arbitration, mediation and conciliation, grievance handling, union organization, and management techniques in negotiating the contract.

Marketing Research

Conception, planning, and performance of marketing research projects in order to provide an objective basis for marketing strategies are discussed. Topics include definition of research objectives, data sources, research design, interpretation of data, and evaluation of research proposals and results.

Advertising

This course is designed to teach skills for management of the advertising function. Consumer motivation, agency-advertiser relationships, media evaluation, budgeting, and advertising measurement are among the topics covered. Special emphasis is placed on the relationship between advertising and all other aspects of marketing activity.

Marketing Strategy

This course focuses on strategy formulation by determining what a marketing strategy can realistically accomplish, identifying factors that must be considered in developing strategies, setting realistic marketing objectives, and organizing for successful strategy implementation.

Sales Management

This course develops analytical abilities by focusing on the decisions facing a sales force manager: recruiting, training, organizing, compensating and motivating, territory design, and evaluation and control of a sales force.

EXECUTIVE MBA SCHEDULE

The Executive MBA Program is composed of an orientation and eight terms, seven of which are nine weeks in duration. Two courses are scheduled per term, and each course meets for a four-hour period.

Participants progress through the program as a group. No one enters the class once it has convened. Smaller

study groups are established within the class, and they play a critical part in the learning process. Study groups typically meet at least bi-weekly for the purpose of reviewing work assignments and preparing case presentations or projects.

Because of the heavy workload and the intense schedule, meals are included in the program. The professors join students for meals, breaks, and other social activities.

Classes meet one day each week on alternating Fridays and Saturdays. On a typical Friday or Saturday the same schedule is followed:

Breakfast	7:30 - 8:00
Course I	8:00 - 10:00
Break	10:00 - 10:30
Course I (cont'd)	10:30 - 12:00
Luncheon	12:00 - 1:00
Course II	1:00 - 2:30
Break	2:30 - 3:00
Course II (cont'd) ...	3:00 - 5:00



1989 EMBA class at Plessey Corporation, London

INTERNATIONAL ISSUES OF BUSINESS

It is the Crummer Graduate School of Business philosophy that "there is no longer such a thing as international business; there is only business. Those who do business with less than a worldly view will be handicapped."

In keeping with this philosophy, the Executive MBA Program begins the study of International Issues of Business in January of the first year and the course culminates with the executive students traveling as a group to one or more major foreign locations in June.

During the January to June period, the executive students read a wide variety of articles on international

business issues, formulate case discussions dealing with international issues, and prepare formal reports covering major international issues. The June week-long international residency is designed to provide the executive student with the opportunity to observe management practice in an international atmosphere. Formal lectures by international experts, in-depth discussions with a wide variety of international executives, and visits to production facilities, financial intermediaries, and other relevant business entities are the central focal points of the international residency portion of the course.

EXECUTIVE LECTURE SERIES

A recent innovation in the Executive MBA Program at Crummer is the Executive Lecture Series. Because the executive students are either at a top level management position in their company or have been identified by their company as future leaders, the Executive Lecture Series is designed to expose the students to business leaders, government officials, and outstanding educators from the Central Florida area and from around the nation.

The Executive Lecture Series is presented to both the first and second year Executive MBA classes. It is scheduled once a month after classes on selected Friday afternoons. The format consists of a presentation by the Executive Lecturer on a contemporary business topic, followed by a question and answer period. The topics vary according to the expertise of the Executive Lecturer and include critical issues facing top executives of large and small businesses, the globalization opportunities facing American business, the future directions of the U.S. and global economies, ethics in business, and planning for management succession, just to name a few.

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ALUMNI PROFILES



Alumni from the Executive MBA Program of the Crummer School have strong executive backgrounds. They are experienced managers who were seeking information to enhance their existing knowledge base. One alumna, Vicki Britton Cox, EMBA 1986, states, "Unless you have unlimited time, you rarely have the opportunity to think about the concepts behind the decisions you make on a daily basis. A conceptual understanding of business principles is especially valuable when making decisions that will have long-term effects." The

Crummer Executive MBA alumni can be profiled as intense professionals seeking information that can supply immediate advantages for their business organizations. Since the company sponsors the individuals, alumni reported that they felt a compelling need throughout their term as students to get the most out of the educational experience in order to maximize the benefits to their businesses.

The Crummer Executive MBA profile shows that these alumni were not typical business executives. Rather, these individuals were driven to succeed, and desired the knowledge that would give them the utmost

advantage to perform their duties in an exemplary fashion. As Ned Boucher, EMBA 1984, stated, "Each minute is important when you have a major responsibility in ensuring the success of your business. The most current knowledge for operating a business in this fast-paced business environment is essential if you want to succeed in a notable way."

Each class of Executive MBA graduates has indicated that they obtained their objectives of acquiring new knowledge and furthering their goals to succeed both professionally and personally.



John Froscher graduated from the University of Central Florida with an Environmental Engineering Degree. In 1983, with 17 years of engineering design experience, he founded his own consulting engineering practice, Commonwealth Engineering Associates, Inc.

"With a successful, rapidly growing practice, I knew that I had to be more than an excellent engineer in order to continue the high level of service my clients demanded - I had to be an outstanding businessman, too. The first step on that path was to gain additional knowledge. I entered the EMBA Program at the Crummer Graduate School in the fall of 1985 with my primary objective being the establishment of formal education credentials to compliment my engineering skills. The EMBA Program provided me with the business foundation I needed to achieve and exceed my goals. The faculty, staff and students of the Crummer Graduate School are extraordinary. The experience of the EMBA Program is my educational high point, and one that I highly recommend to all who demand excellence in education and are willing to pursue it."



W. Alan Luce was a member of Rollins College Crummer School's first graduating EMBA class. Alan entered the program at the request of his company, Tupperware Home Parties. At that time he served as Vice President and General Counsel.

Alan, holder of a BA in History from Westminster College and a J.D. Degree from the School of Law at Vanderbilt University, joined Tupperware in 1976. In February of 1984, Tupperware promoted him to Vice President of Administration and General Counsel.

"It was my international experience that convinced me that I needed to have a better overall understanding of business operations if I were to successfully arrange for our procedures to be converted to the requirements of foreign laws.

The Crummer School EMBA Program provided the opportunity to gain this formal training while studying with executives who had already experienced many of the issues I was facing."



Harry W. Collison, Jr. graduated with honors, receiving a B.S. Degree in Business Administration and Economics from Rollins College. Eight years later, he enrolled in the EMBA Program. He was recently admitted to the Ph.D. program in Real Estate and Urban Analysis at the University of Florida to prepare for additional responsibilities in his current position.

Harry became President of the Real Estate Consortium in 1981. While attending the Crummer Graduate School, the company grew from a small local consulting firm to one of the largest in the United States.

"I selected the Crummer EMBA Program in order to meet both corporate and personal needs. Due to rapid corporate growth, the company found it necessary to develop standards, implement controls, expand management techniques, and utilize quantitative methods of analysis. The formal training in business administration expanded my professional abilities and provided a firm foundation for continuing on to the Ph.D. level. Crummer offered an outstanding faculty and personalized attention."



Kathy Cleveland graduated with honors from the University of California with a degree in Economics and Psychology. Kathy is currently a technical manager in

AT&T's Data Processing and Corporate Telecommunications organization. She is responsible for the planning and design of the largest interactive data network in the world. In addition to technical issues, Kathy is responsible for making financial decisions that have a major impact on the success of the organization.

"My criteria for selecting a graduate school were very specific. I desired a strong academic program structured so that I could continue my career while pursuing the degree, and I also wanted the opportunity for exchange of ideas with other professionals outside of my normal environment.

The Rollins EMBA Program proved to be an excellent choice for me. The quality of education is first rate. I have been able to successfully apply much of what I have learned to improve my own job performance. Additionally, I believe that my company has and will continue to benefit from the application of new approaches to solving business issues."



FACULTY

Carol H. Anderson

Associate Professor of Marketing
B.S. Cornell University
M.Ed. University of Houston
M.B.A. Texas A&M University
Ph.D. Texas A&M University

Dr. Anderson previously taught at Southern Illinois University-Carbondale, Texas A&M, and the University of Houston. Her research and publication efforts are focused on the areas of retail management, entrepreneurship, and marketing education. Dr. Anderson has published numerous articles in leading academic journals and serves on the editorial review boards of several professional journals including *Journal of Marketing Education* and *Entrepreneurship: Theory and Practice*. She has written a textbook, *Retailing: Strategy, Concepts and Information*, for January 1992 publication. Dr. Anderson is involved in several professional associations, including Past President of the Midwest Marketing Association, Vice President of the Midwest Business Administration Association, and she is a member of the American Marketing Association Task Force on Marketing and Entrepreneurship. She has received many teaching awards, including recognition as the SIU College of Business and Administration outstanding undergraduate teacher for five consecutive years, and the SIU University-wide Outstanding Undergraduate Teacher Award in 1989.

Joseph V. Anderson

Associate Professor of Marketing
B.A. North Park College
M.S. Northwestern University
Ph.D. Northwestern University

Dr. Anderson served as the Chief Executive Officer of a moderate-sized enterprise in the service sector, and as Account Executive and Production Manager with Craig Stewart and Associates, a Chicago-based consulting firm. His research focuses on power and creativity, with specific applications to product/service development, program design, strategic planning and motivation. He is currently writing two books: *Two-Fisted Marketing* to be published by Simon & Schuster; and *Marketing: The Art of Managing Exchange* for Allyn & Bacon publishers.

Before coming to Crummer, he served on the faculties at the University of Nebraska, the University of Virginia and Duke University.

Charles H. Brandon

Professor of Accounting
B.S. Florida State University
M.S. Florida State University
Ph.D. University of Georgia

Dr. Brandon has served on the faculties at the University of Central Florida, the City University of New York, the University of Rhode Island, and the University of Missouri. He received his Ph.D. in Accounting and Business in 1972, and is certified as a public accountant in the state of Florida. Dr. Brandon has published extensively in the fields of accounting and management science.

Samuel C. Certo

Dean and Professor of Management
B.B.A. University of Cincinnati
M.B.A. Ohio University
Ph.D. Ohio University

Dr. Certo comes to the Crummer School having taught at Ohio University, the University of Hawaii and Indiana State University. He has published several widely accepted textbooks including *Principles of Modern*

Management, Business and Strategic Management: Concepts and Applications. Among his professional distinctions, Dr. Certo has received the Excellence in Leadership Award from the Management Education and Development Division of the Academy of Management and has served as president of the Association for Business Simulation and Experiential Learning. Professor Certo has also served as an Associate Editor of *Simulation and Games* and as a member of the Review Board of The Academy of Management Review. He is a consulting editor for Allyn & Bacon Publishing Company and also is a management consultant to major corporations.

David M. Currie

Associate Professor of Economics & Finance
B.S. University of Florida
M.B.A. University of So. California
Ph.D. University of So. California

Having previously served on the faculties of Stetson University and the University of Tennessee, Dr. Currie joined the Crummer faculty in 1980. His publications and research focus on corporate finance and public sector finance. He has served as a member of the Winter Park City Commission.

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President and Chief Operating
Officer
Martin Marietta Corporation

Ralph Drtina

Professor of Accounting & Management
B.S. Florida State University
M.B.A. Florida State University
Ph.D. Ohio State University

Dr. Drtina is certified as a public accountant in the state of Florida, and specializes in the use of accounting for managerial decision-making and control purposes. Before joining the Crummer School, he served on the faculty of Lehigh University, and worked in both industry and government. He has a number of published articles in the leading academic journals of business and accounting.

Theodore T. Herbert

Professor of Management
B.B.A. Georgia State University
M.B.A. Georgia State University
D.B.A. Georgia State University

Dr. Herbert is a Fellow of the Academy of Management. He has published a reference book (named an "Outstanding Academic Book" by *Choice* magazine), four textbooks in several editions, and over 60 articles and research monographs. His previous teaching posts include the University of North Carolina at Chapel Hill, Concordia University in Montreal, and the University of Texas. His research in strategic management, management education, international business issues, and executive decision processes has been presented in almost one hundred papers before leading international academic and professional societies throughout the U.S., Canada, Mexico, Australia, and Europe. He serves on the editorial boards of a number of journals. His service to the profession includes having served as Chair of the Management Education and Development Division of the Academy of Management, State Vice President of the Association of Management, Vice President of the Association of Management, and Vice President and member of the Board of Directors of the Montreal chapter of the Planning Executives Institute. He currently serves on the Board of Directors of the Southern Ballet Theatre and of the Southern Management Association. Dr. Herbert serves as consultant to large and small businesses and non-profit organizations on strategy issues, competitive strategy, and strategic planning.

James M. Higgins

Professor of Management
B.B.A. Emory University
M.P.A. Georgia State University
Ph.D. Georgia State University

Dr. Higgins has a Bachelor's Degree and a Master's Degree in Accounting and a Doctorate in Management. He came to the Crummer School after teaching at Auburn University. Since 1973, he has been a management consultant to major businesses where he works primarily in strategic planning, manager innovation, and in human relations training. He has written six textbooks on business strategy and organizational behavior including the bestselling *The Management Challenge*, and the 4th edition of the widely used *Strategic Management: Text and Cases*. He recently completed a tradebook entitled *Innovate or Evaporate*.

Serge Matulich

Professor of Accounting
B.S. California State University
Ph.D. University of California-Berkeley

Dr. Matulich previously served on the faculties of Indiana University, University of California at Berkeley, and Texas Christian University. He is a Certified Public Accountant and a Certified Cost Analyst. He has written textbooks on financial accounting, managerial accounting, and cost accounting, and has published numerous study guides, technical papers, practice sets, and more than 25 research papers in academic and professional journals. Dr. Matulich has extensive business experience, has served as director on the boards of several corporations, and is an active consultant.

Edward A. Moses

Professor of Finance and
Director of the Executive MBA Program
B.S. University of Pennsylvania
M.B.A. University of Georgia
Ph.D. University of Georgia

Dr. Moses has taught at the University of Georgia, Georgia State, University of Tulsa, and the University of Central Florida, and he was Dean of the College of Business at the University of North Florida. He was selected as Professor of the Year in the College of Business at the University of Tulsa.

Dr. Moses has been president of the Eastern Finance Association and Southern Finance Association and currently serves on the Board of Directors of the Financial Management Association. He is the author of five textbooks and has published numerous articles in the leading finance journals. He has served as a consultant to a number of firms, including the General Mills Restaurant Group and American Telephone and Telegraph, and has served on the faculty of the Stonier Graduate School of Banking and the Graduate School of Banking of the South.

Marvin Newman, J.D.

Professor of Legal Studies and Organizational Communication
B.S.L. Northwestern University
L.L.B. Northwestern University
J.D. Northwestern University

Dr. Newman's primary teaching and research areas deal with legal studies, particularly interdisciplinary areas emphasizing sociological jurisprudence, ethics and thanatology. Dr. Newman has authored several publications dealing with ethical and legal issues in managerial decision making. He is nationally recognized for his works in the area of current ethical thought, theory, and practice.

Donald R. Plane

Professor of Management Science
B.S. University of Cincinnati
M.B.S. Indiana University
D.B.A. Indiana University

Before joining the Crummer School faculty, Dr. Plane served as Head of the Division of Management Science and Information Systems at the University of Colorado. He was also on the faculty of the United States Air Force Academy. He has published five textbooks and many journal articles. In 1978, Dr. Plane was selected as a Fulbright Professor. Professor Plane received the Innovative Teaching Award from the Southern Business Administration Association in 1985, 1988, and 1990. He is listed in *Who's Who In America*. Dr. Plane also received national recognition for educational innovation from the Decision Sciences Institute in 1985 and again in 1990.



Barry R. Render
Charles Harwood Professor of
Management Science
B.S. Roosevelt University
M.S. University of Cincinnati
Ph.D. University of Cincinnati

Dr. Render, holder of the first endowed chair at the Crummer School, is author of over one hundred articles and eight textbooks, including the widely adopted *Production and Operations Management* and *Quantitative Analysis for Management*. He is also the series editor for all *Quantitative Methods and Statistics* textbooks for Allyn & Bacon publishers. Before coming to Rollins, he taught at George Washington University, George Mason University, Boston University, and the University of New Orleans and was Senior Fulbright Scholar in the Kingdom of Nepal. He was named an AACSB Fellow in 1978 and has worked in the aerospace industry for McDonnell Douglas, G.E., and NASA. His consulting clients include the Navy, FBI, Fairfax County (Virginia), and the Kengan Ministry of Finance.

Martin Schatz
Professor of Management
B.S. University of Alabama
M.B.A. University of Florida
Ph.D. New York University

Dr. Schatz served as Dean of the School of Business and Public Management at the State University of New York and the Crummer Graduate School of Business. He also was a member of the administration and faculty at Adelphi University, Worcester Polytechnic Institute, and New York University. Trained as an engineer, he spent several years working in the aerospace industry. Dr. Schatz has published a number of journal articles on management and management education, and is listed in *Who's Who in The South*. Dr. Schatz served on the Board of Directors of the Southern Business Association as well.

Jack W. Trifts
Associate Professor of Finance
B.B.A. University of New Brunswick
M.B.A. Dalhousie University
Ph.D. University of Florida

Dr. Trifts previously taught at the University of South Carolina, where he was named Outstanding Professor by MBA students. He received the Alfred G. Smith Award for Excellence in Teaching at USC. He has taught financial management in the IBM Executive Development Program and has published in some of the most prestigious finance journals.

E. Theodore Veit
Professor of Finance
B.S. Marietta College
M.S. University of Arkansas
Ph.D. University of Arkansas

Dr. Veit has extensive experience in the investments field as an investment advisor. He holds the designation of Chartered Financial Analyst and is a member of the Council of Examiners, grading staff, and Staff Review Committee of the Institute of Chartered Financial Analysts. His academic background includes teaching and research appointments at the University of Arkansas, West Virginia University, and the University of Central Florida. In addition to publishing a textbook on financial management, Dr. Veit has published numerous journal articles. He also serves as a consultant specializing in business valuations.

Julian W. Vincze
Professor of Marketing
B.S. University of Montana
M.B.A. University of W. Ontario
Ph.D. Bradford University (England)

Dr. Vincze has been employed by universities and industry in the United States, Canada, and the United Kingdom. He has been at Rollins College since 1977, and on the Crummer faculty since 1980. Dr. Vincze has published numerous articles and business cases, is coauthor of two textbooks: *Strategic Management: Text and Cases*, 4th Ed.; and *Managerial Marketing: Concepts and Cases*. He has held leadership positions in both the Academy of Marketing Science and the North American Case Research Association and is currently NACRA's Vice President-Case Center. Dr. Vincze has been a consultant to many small and medium-sized businesses.



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